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ABSTRACT

This document provides a quick overview and set of detailed tables of the findings of the annual employee survey at Howard Community College (Maryland). The Quality Evaluation of Service Trends (QUEST) Survey affords all college employees the opportunity to give their assessment of college services, campus climate, job satisfaction, and college leadership. Ratings on service areas were made on a five-point scale ranging from excellent (5) to poor (1). Ratings on the 60 services listed on the survey ranged from 3.07 to 4.30. Some of the units that received high ratings on the survey include the following: theater; test center; print shop; the division of science and technology; and the audio visual services in the teaching/ learning services division. Those units with the highest levels of dissatisfaction were security service, physical education facility, academic support, retention services, and cafeteria. Of the 56 items that can be compared between the 1999 and 2000 surveys, 33 declined in ratings, 22 went up, and one remained the same. As in most areas of the survey, there were differences in campus climate ratings by employment category, with faculty being the most positive in their ratings and support staff the least positive. (JA)

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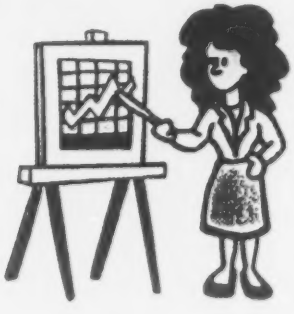
The Millennium Quest: Results Of The Survey

COMPLETE SET OF TABLES & CHARTS



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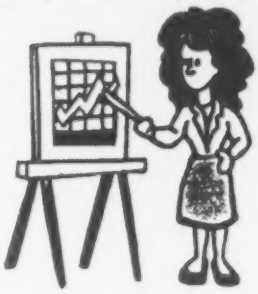
HOWARD COMMUNITY COLLEGE
You Can Get There From Here.

The Millennium QUEST: Results of the Survey

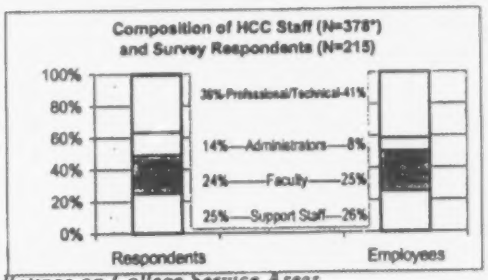
Annual Staff Survey

Research Report Number 108 January 2001

A major component of Howard Community College's continuing quest for excellence has been the annual employee survey. Initiated in 1990, the QUEST (Quality Evaluation of Service Trends) Survey affords all college employees the opportunity to give their assessment of college services, campus climate, job satisfaction, and college leadership. Results of the survey give direction for decision making and provide focal points for improvement activities and resource allocation. This report presents an overview of the survey findings. A set of detailed tables is available.



In 1999 the QUEST Survey was available electronically on the Internet for the first time. There appears to be increased acceptance of this method of doing surveys. In the year 2000 five times fewer respondents submitted paper copies of the survey (5 compared to 25 in 1999). The overall response rate for the survey was 57% (up from 54%).



Ratings on College Service Areas

Ratings on service areas were made on a five-point scale ranging from excellent to poor. There was also an "unfamiliar with" category that was not used to calculate mean ratings. That category, however, may be useful for service units to determine whether they need to make their services better known to their associate employees.

Ratings on the 60 services listed on the survey ranged from 3.07 to 4.30. The units shown in the table are the 15 units that received the ten highest ratings on the survey.

Top Rated Units on the Year 2000 QUEST Survey

Service Units	Mean	%Excellent*/ Above Average
1. Cultural Arts: Theatre	4.30	83%
2. Test Center	4.29	86%
3. Information Technology: Print Shop	4.28	83%
4. Div Ofc Staff: Bus/Sci & Tech/Arts & Humanities	4.25	82%
5. Division Faculty: Science & Technology	4.23	83%
5. Division Office Staff: Health/Social Sciences	4.23	83%
5. Teaching Learning Svcs Div: Audio-Visual Svcs	4.23	81%
6. Academic Support: Learning Assistance Center	4.21	85%
6. Television Studio & Video Services	4.21	81%
7. Admissions services	4.18	81%
7. Cultural Arts: Art Gallery	4.18	79%
8. President's Office Staff	4.16	83%
9. Division Faculty: Health Sciences	4.15	79%
10. Division Office Staff: English/Languages/ Math	4.14	81%
10. Teaching Learning Services Division: Library	4.14	82%

*These figures exclude those who chose "unfamiliar with" or who gave no rating.

It is interesting to note that last year the range for the ten highest ratings was from 4.21 to 4.39, somewhat higher than this year's range. Of the 60 service areas on the survey, 25 received ratings of 4.0 or higher, 27 were rated between 3.50 and 3.99, and eight were rated below 3.50. It is this latter group that may be targeted for improvement activities.

Another useful way of looking at the service ratings is to examine them by the percentage of respondents that gave ratings of four or five – above average or excellent. The units with the highest means also had the highest percentages of "Excellent" and "Above Average" ratings, with the *Test Center* and the *Learning Assistance Center* having the highest percentages: 86% and 85%, respectively. These percentages also point the way to areas that may need to improve. There were 12 units that had 10% or more of respondents giving them "Below Average" or "Poor" ratings, although four of those had mean ratings over 3.50. Those units with the highest levels of dissatisfaction were: *Security Service, Physical Education Facility, Academic Support: Retention Services, Cafeteria, Plant Operations: Housekeeping, Web Page, Plant Operations: Grounds, Athletics/Sports programs, Development: Grants Office, Plant Operations: Engineering/ Maintenance, Student Life/Activities Office, Information Technology: Telephones.*

In attempting to derive meaning from the survey results, not only the mean and qualitative ratings, but also the dimension of change from year to year deserves attention. Of the 56 items that can be compared between the 1999 and 2000 surveys, 33 declined in ratings, 22 went up, and one remained the same. Most changes were slight, but there were two units that had changes of 0.25 or greater – one in a positive direction and one in a negative one. The unit with the greatest positive change was *Physical Education Facility* (up by 0.56 to 3.07), and that showing the greatest drop was *Web Page* (down by 0.40 to 3.24).

As has been seen on past QUEST surveys, there were differences, sometimes considerable ones on specific items, among the ratings of employee groups on campus.

Overall Ratings on Service Areas	
Faculty	**3.99**
Professional/Technical	**3.86**
Administrators	**3.83**
Support Staff	**3.78**

While these overall ratings are of interest, it is at the individual unit level where such differences among employee groups have the most potential impact. For example, inspecting the top three ratings given by each employee group clearly shows the disparity in the ratings.

Support Staff's Ratings		
1	Information Technology: Print Shop	4.13
2	President's Office Staff	4.11
3	Division Faculty: Science & Technology	4.07
3	Division Office Staff: Health/Social Sciences	4.07
3	TLS Division: Audio-Visual Services	4.07
3	TLS Division: Library	4.07
Faculty's Ratings		
1	Test Center	4.65
2	TV Studio & Video Services	4.55
3	Information Technology: Print Shop	4.52
Administrators' Ratings		
1	Cultural Arts: Theatre	4.42
2	Academic Support: Learning Assistance Center	4.32
3	Children's Learning Center	4.29
Professional/Technical Ratings		
1	Academic Support: Learning Assistance Center	4.40
2	Cultural Arts: Theatre	4.38
3	Television Studio & Video Services	4.33

Looking across these categories it can be seen that there is no unit that is in the top three ratings of all four employee groups. In fact, when the top ten ratings are examined, only one unit appears among the top ten for each employee group: *Division Office Staff: Business/Science & Technology/ Arts & Humanities*. Awarding a star for each employee group rating in the top ten, would make that HCC's only four-star unit. Eight units receive three stars for being in the top ten ratings of three employee groups and three units get two stars.

SERVICE STARS

☆☆☆☆
Division Office Staff: Business/Science & Technology/ Arts & Humanities

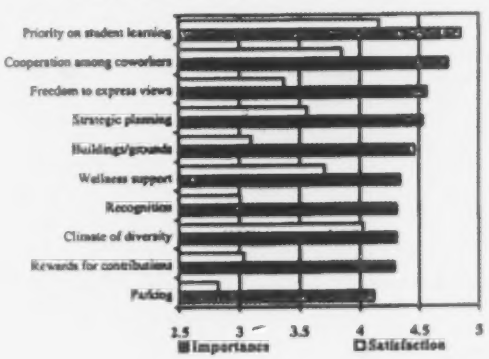
☆☆☆
Cultural Arts: Theatre
Test Center
Information Technology: Print Shop
Division Faculty: Science & Technology
Division Office Staff: Health/Social Sciences
Teaching & Learning Services Division: Audio-Visual Services
Admissions services
Division Faculty: Health Sciences

☆☆
Academic Support: Learning Assistance Center
Television Studio & Video Services
Cultural Arts: Art Gallery

Ratings on Campus Climate

HCC employees were asked to assess campus climate on the QUEST Survey by rating the importance of ten climate elements and then their satisfaction with those elements on five-point scales. The chart below shows those ratings. While all importance ratings were above 4.00, only two satisfaction ratings were: *High priority on student learning* and *Overall climate of diversity on campus*. Campus climate elements rated below 3.50 were: *Parking, Recognition for individual or team contributions, Rewards for contributing to improved quality, General condition of buildings and grounds*, and *Freedom to openly express viewpoints*.

Campus Climate: Importance/Satisfaction

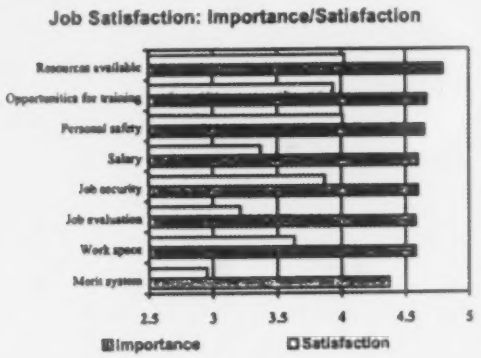


As in most areas of the survey, there were differences in campus climate ratings by employment category, with faculty being the most positive in their ratings and support staff the least positive.

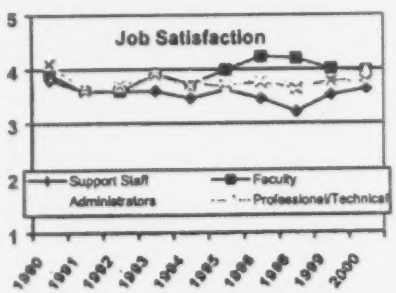
CAMPUS CLIMATE	
Faculty	**3.96**
Administrators	**3.71**
Professional/Technical Staff	**3.71**
Support Staff	**3.67**
OVERALL RATING ON CAMPUS CLIMATE	**3.76**

Ratings on Job Satisfaction

There were eight elements of job satisfaction on which respondents rated importance and satisfaction. As seen on the chart below, all importance ratings but one were over 4.50. *Resources available to you to carry out your job* and *Your personal safety on campus* were the only two items that had satisfaction ratings over 4.00. There were three elements that had ratings under 3.50: *Merit pay system, The way your job performance is evaluated,* and *Salary you receive in your present position.*



True to the pattern evident over the past years, the faculty exhibited higher ratings on job satisfaction than the other employee groups. (Note: the composition of the "Administrator" and "Professional/Technical" categories has changed over the years.) The most striking difference in job satisfaction is between faculty and support staff. The 0.32 difference this year is less than it has been since 1994.



A demographic item asked on the survey is the number of years respondents have worked at HCC. The highest rates of satisfaction are for those employed the least (1-5 years) and most (over 15 years) numbers of years.

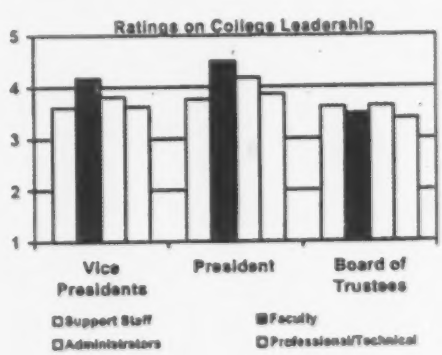
JOB SATISFACTION by YEARS AT HCC	
1 to 5 Years	3.85
6 to 10 Years	3.71
11 to 15 Years	3.68
16 to 20 Years	3.94
Over 20 Years	3.88
OVERALL RATING ON JOB SATISFACTION	*3.81*

Ratings on College Leadership/Governance

This section of the survey was broken down into three sub-sections, one each for the vice presidents, the president, and the board of trustees. In each there were four items and an overall rating. Most items in the leadership section were up over last year. For the vice presidents, the item *Involve you in decisions that affect you* was rated lower than 3.50. For the board of trustees there were three items under 3.50: *Builds a climate of trust and openness, Exhibits leadership that enhances climate,* and *Provides effective guidance to the institution.*

RATINGS ON LEADERSHIP/GOVERNANCE		
HCC'S VICE PRESIDENTS	**1999**	**2000**
Encourage creative and innovative ideas	3.80	3.79
Exhibit leadership that enhances climate	3.58	3.65
Share information you need to do your job	3.45	3.52
Involve you in decisions that affect you	3.16	3.27
Overall Rating on Vice Presidents	*3.67*	*3.77*
HCC'S PRESIDENT		
Fosters a student-oriented approach	4.09	4.16
Encourages creative and innovative ideas	3.97	3.97
Exhibits leadership that enhances climate	3.87	3.95
Builds a climate of trust and openness	3.61	3.69
Overall Rating on the President	*3.93*	*4.04*
HCC'S BOARD OF TRUSTEES		
Makes appropriate decisions on resources	3.30	3.53
Provides effective guidance to the institution	3.08	3.44
Exhibits leadership that enhances climate	3.00	3.40
Builds a climate of trust and openness	2.84	3.30
Overall Rating on Board of Trustees	*3.16*	*3.50*

When the ratings of the four employee categories are examined, an interesting pattern emerges: faculty gave the highest ratings to the vice presidents and president, and support staff gave them the lowest ratings. That pattern did not hold for ratings on the board of trustees, as shown in the chart below.



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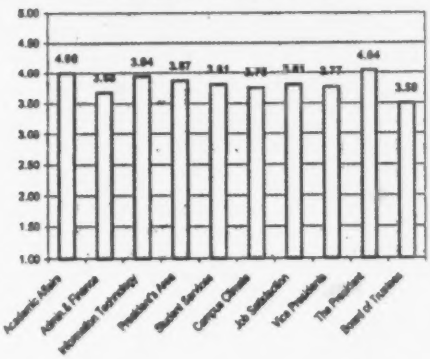
Surveying the Findings

On this year's QUEST Survey there were 95 separate items. By dividing the service units by their president team's head and using the other major sections of the survey, the 95 items can be grouped into ten areas. Those areas and their overall means are shown in the chart below. It can be seen that all of these major sections are at or above 3.50, indicating that there is no one major area of the college in need of intensive emergency improvement strategies.

Comparison of Overall Means of Major QUEST Survey Components



That is not to say, however, that there are no individual areas that need improvement. In fact, using the 3.50 figure as a cutoff, of all the 95 items on the survey, there are 20 that were rated below that figure. The following chart shows these areas, their ratings, and the section of the survey on which they appeared.

QUEST 2000: Ratings under 3.50

Services	Plant Ops: Engineering/Maintenance	3.48
Leadership	BOT- Provides effective guidance	3.44
Leadership	BOT-Exhibits leadership that enhances climate	3.40
Satisfaction	Salary you receive in your present position	3.38
Climate	Freedom to openly express viewpoints	3.37
Services	Plant Operations: Housekeeping	3.32
Services	Academic Support: Retention services	3.32
Leadership	BOT-Builds a climate of trust and openness	3.30
Leadership	VPs-Involve you in decisions that affect you	3.27
Services	Athletics & sports programs	3.26
Services	Web Page	3.24
Services	Cafeteria	3.22
Satisfaction	The way your job performance is evaluated	3.21
Services	Security Service	3.17
Climate	General condition of buildings and grounds	3.10
Services	Physical Education Facility (Gym)	3.07
Climate	Rewards for contributing to improved quality	3.04
Climate	Recognition for individual/team contributions	3.01
Satisfaction	HCC's merit pay system	2.95
Climate	Adequacy of parking facilities	2.82

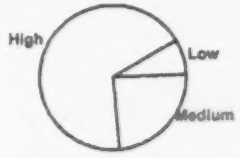
At the other end of the spectrum, there were 31 items on the survey that were rated 4.00 or higher. The table below shows the 17 areas that received the ten highest ratings. Kudos should be offered to these most deserving units. The items with means printed in gold are those that were given top ten ratings by three or four of the employee groups – the three- and four-star units.

QUEST 2000: Top Rated Areas

Services	Cultural Arts: Theatre	4.30
Services	Test Center	4.29
Services	Information Technology: Print Shop	4.28
Services	Div Ofc Staff:Bus/Sci&Tech/Arts&Humanities	4.25
Services	Division Faculty: Science & Technology	4.23
Services	Division Office Staff: Health/Social Sciences	4.23
Services	TLS Division: Audio-Visual Services	4.23
Services	Television Studio & Video Services	4.21
Services	Academic Support: Learning Assistance Ctr	4.21
Services	Cultural Arts: Art Gallery	4.18
Services	Admissions services	4.18
Services	President's Office Staff	4.16
Climate	High priority on student learning	4.16
Leadership	President - Fosters student-oriented approach	4.16
Services	Division Faculty: Health Sciences	4.15
Services	TLS Division: Library	4.14
Services	Div.Office Staff: English/Languages/ Math	4.14

One of the most positive findings from the survey is that in general, most employees are satisfied with their jobs at HCC. The overall job satisfaction rating on this survey was 3.81, up slightly from last year. The ratings for each employee category were over 3.50. Areas of dissatisfaction had to do with merit pay, salary, and job evaluation. Employees were also dissatisfied with rewards for contributing to improved quality and recognition for individual or team contributions.

QUEST 2000: JOB SATISFACTION AT HCC
Rated on a 5point scale: 4.5 = High. 3 = Medium. 1.2 = Lc



The strongest recommendation to emerge from these survey results is that the findings be used. They provide a ready-made blueprint for focusing resources for improvement and for giving well-deserved recognition to the many units consistently performing at high quality levels.

[Please direct questions or comments about this report to Barbara Livieratos, Office of Planning, Research, & Organizational Development, Howard Community College, Little Patuxent Parkway, Columbia, Maryland 21044. Phone: 410-772-4707, E-mail BLivieratos@howardcc.edu]

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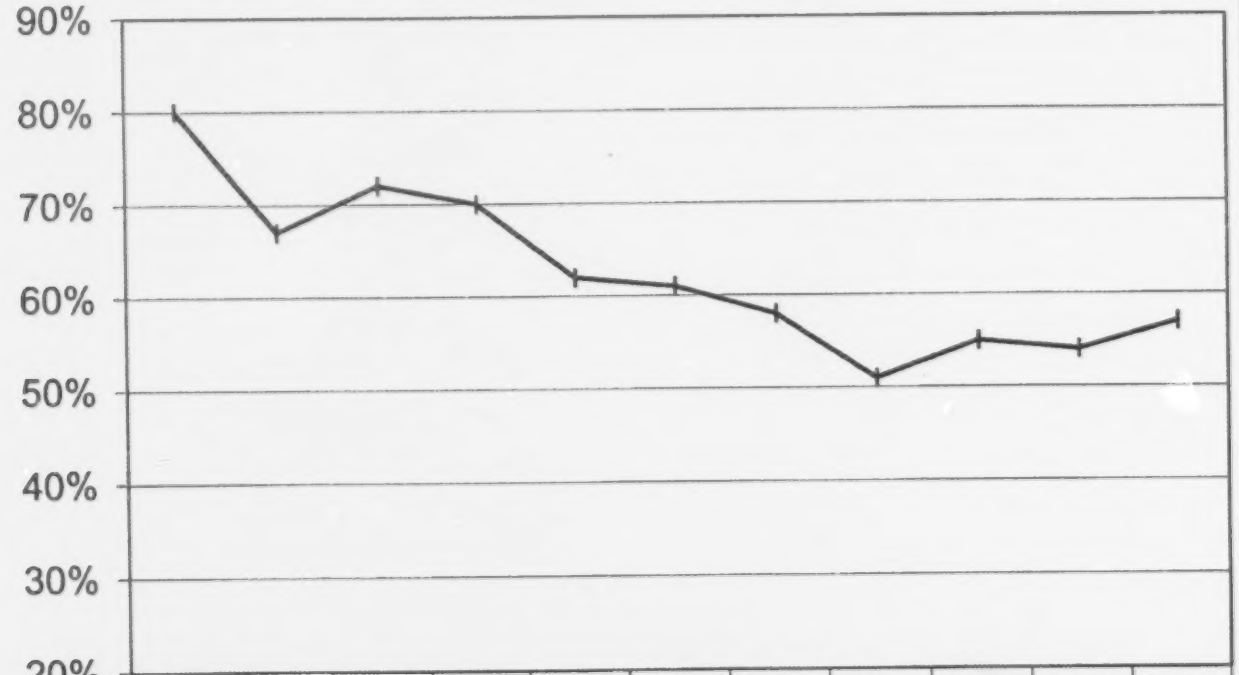
Chart One

Response Rate for HCC's QUEST Surveys 1990 - 2000



	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Response Rate	80%	67%	72%	70%	62%	61%	58%	51%	55%	54%	57%

Table One

QUEST 2000: CHARACTERISTICS OF SURVEY RESPONDENTS

CHARACTERISTIC	Respondents		Employees		Response Rate by Category
	Number (N=215)	Percent %	Number (N= 378)	Percent %	
EMPLOYMENT TYPE:					
Support Staff	54	25.1%	97	25.7%	55.7%
Faculty	51	23.7%	94	24.9%	54.3%
Administrators*	31	14.4%	30	7.9%	103.3%
Professional/Technical Staff	78	36.3%	157	41.5%	49.7%
Other/Unknown	1	0.5%	0	0.0%	0.0%
YEARS AT HCC:					
1 - 5 years	101	47.0%	182	48.7%	55.5%
6 - 10 years	45	20.9%	65	17.4%	69.2%
11 - 15 years	33	15.3%	63	16.8%	52.4%
16 - 20 years	18	8.4%	32	8.6%	56.3%
Over 20 years	17	7.9%	32	8.6%	53.1%
Unknown	1	0.5%	0	0.0%	0.0%
OVERALL RESPONSE RATE					***56.9%***

*The number of "administrators" who responded to the survey is one more than the actual number of administrators at the time the survey was administered. It may be that all 30 administrators actually answered the survey and that one extra person was confused about her/his employment classification. Or, it may be that an unknown number of administrators failed to respond to the survey and that many plus one other employee answered the survey but classified themselves incorrectly. The numbers shown are the numbers respondents gave on the survey.

Table Two

QUEST 2000: UNITS RECEIVING THE TOP TEN QUALITY OF SERVICE RATINGS

Service Units	Mean
1 Cultural Arts: Theatre	4.30
2 Test Center	4.29
3 Information Technology: Print Shop	4.28
4 Division Office Staff: Business/Science & Technology/Arts & Humanities	4.25
5 Division Faculty: Science & Technology	4.23
5 Division Office Staff: Health/Social Sciences	4.23
5 Teaching Learning Services Division: Audio-Visual Services	4.23
6 Academic Support: Learning Assistance Center	4.21
6 Television Studio & Video Services	4.21
7 Admissions services	4.18
7 Cultural Arts: Art Gallery	4.18
8 President's Office Staff	4.16
9 Division Faculty: Health Sciences	4.15
10 Division Office Staff: English/Languages/ Math	4.14
10 Teaching Learning Services Division: Library	4.14

Table Three

QUEST 2000: RATINGS ON COLLEGE SERVICES BY ORGANIZATIONAL UNIT

	Service Unit	Mean Rating	% Excellent/ Above Avg	% Average	% Below Avg Poor	% Unfamiliar With
ACADEMIC AFFAIRS UNITS:						
1	Cultural Arts: Theatre	4.30	60.4	12.1	0.5	27.1
2	Division Office Staff: Bus/Sci & Tech/Arts & Humanities	4.25	59.8	11.5	1.4	27.3
3	Division Faculty: Science & Technology	4.23	57.6	10.5	1.0	31.0
3	Division Office Staff: Health/Social Sciences	4.23	52.7	9.7	1.4	36.2
3	Teaching Learning Services Div: Audio-Visual Services	4.23	53.8	10.4	0.5	35.4
4	Television Studio & Video Services	4.21	46.0	10.0	0.9	43.1
5	Cultural Arts: Art Gallery	4.18	54.5	13.7	0.9	30.8
6	Division Faculty: Health Sciences	4.15	47.6	11.0	1.9	39.5
7	Teaching Learning Services Division: Library	4.14	54.2	10.4	1.4	34.0
7	Division Office Staff: English/Languages/ Math	4.14	52.2	10.7	1.5	35.6
8	Division Faculty: Mathematics	4.11	51.7	14.0	1.0	33.3
9	Division Faculty: Arts & Humanities	4.04	50.7	15.0	1.4	32.9
10	Division Faculty: English/Languages	4.03	51.9	15.2	2.4	30.5
11	Division Faculty: Social Sciences	4.01	37.8	1.9	13.9	46.4
12	Teaching Learning Services Division: Division Office Staff	4.00	35.7	9.2	2.4	52.7
13	Division Faculty: Business/Computer	3.99	55.2	14.8	2.4	27.6
14	Continuing Education/Workforce Development Division	3.97	53.4	13.9	4.8	27.9
15	Distance Learning service	3.72	29.3	15.6	2.9	52.2
16	Teaching Learning Services Division: Evening Services	3.69	19.5	11.7	2.9	65.9
17	Web Page	3.24	38.4	28.4	19.9	13.3
ADMINISTRATION & FINANCE UNITS:						
1	Business Office: Payroll	4.08	74.9	20.4	2.8	1.9
2	Business Office: Accounts Payable/Purchasing	3.97	62.1	22.9	3.7	11.2
3	Human Resources Office (Personnel)	3.95	69.7	19.4	6.6	4.3
4	Business Office: Cashiering	3.92	58.7	23.9	2.3	15.0
5	Plant Operations: Mail services	3.81	62.1	28.0	5.2	4.7
6	Plant Operations: Grounds	3.51	48.6	31.6	15.1	4.7
7	Plant Operations: Engineering/Maintenance	3.48	45.8	31.6	11.8	10.8
8	Plant Operations: Housekeeping	3.32	46.0	29.9	22.7	1.4
9	Security Service	3.17	38.5	34.3	25.8	1.4

Table Three (Continued)

QUEST 2000: RATINGS ON COLLEGE SERVICES BY ORGANIZATIONAL UNIT

	Service Unit	Mean Rating	% Excellent/ Above Av	% Average	% Below Av Poor	% Unfamiliar With
INFORMATION TECHNOLOGY UNITS:						
1	Information Technology: Print Shop	4.28	74.5	13.7	1.9	9.9
2	Information Technology: Network/E-mail	4.03	73.8	17.1	5.7	3.3
3	Information Technology: Academic Computer Support	3.95	66.7	15.7	4.8	12.9
4	Information Technology: Office Computer Support	3.91	66.5	18.7	7.7	7.2
5	Information Technology: Colleague support	3.86	53.8	20.7	7.7	17.8
6	Information Technology: Telephones	3.70	53.3	29.5	9.5	7.6
PRESIDENT'S AREA:						
1	President's Office Staff	4.16	69.5	13.8	1.0	15.7
2	Research, Planning & Organizational Development	3.95	40.9	19.7	1.0	38.5
3	Public Relations & Marketing Office	3.84	53.7	20.1	6.5	19.6
4	Development: Development Office	3.76	38.6	15.5	5.3	40.6
5	Development: Alumni Relations Office	3.74	33.2	14.4	3.4	49.0
6	Development: Grants Office	3.55	20.4	11.7	4.9	63.1
STUDENT SERVICES UNITS:						
1	Test Center	4.29	59.4	9.0	0.5	31.1
2	Academic Support: Learning Assistance Center	4.21	53.1	9.1	0.5	37.3
3	Admissions services	4.18	59.1	12.2	2.0	26.8
4	Children's Learning Center	4.03	23.5	7.8	1.0	67.6
4	Welcome Centers	4.03	69.6	22.4	2.8	5.1
5	Student Support Services	4.01	55.9	15.6	2.4	26.1
6	Advising services	3.99	50.2	19.0	2.8	28.0
6	Bookstore	3.99	68.1	23.9	2.3	5.6
7	Career Services: Career & Job Counseling	3.98	42.2	13.1	2.9	41.7
7	Transfer Services	3.98	29.3	11.2	1.5	58.0
8	Financial Aid & Veterans' Aid Office	3.97	40.1	12.1	1.9	45.9
9	Records & Registration Office	3.94	55.7	21.2	1.4	21.7
10	Senior Administrative Office staff	3.90	51.9	18.9	3.9	25.2
11	Academic Support: Student Counseling	3.85	41.0	15.2	2.4	41.4
12	Student Life/Activities Office	3.69	44.5	19.0	7.6	28.9
13	Academic Support: Retention Services	3.32	22.2	9.9	10.9	57.1
14	Athletics & sports programs	3.26	19.7	27.4	8.7	44.2
15	Cafeteria	3.22	39.7	32.5	22.5	5.3
16	Physical Education Facility (Gym)	3.07	20.0	26.8	16.6	36.6

Table Four

QUEST 2000: RATINGS BY EMPLOYMENT CATEGORY

	Service Unit	Overall Mean	Support	Faculty	Administrators	Professional/ Technical
	Academic Affairs Units:					
1	Cultural Arts: Theatre	**4.38**	3.86	**4.61**	**4.42**	**4.38**
2	Division Office Staff: Business/Science & Technology/Arts & Humanities	**4.25**	4.03	**4.44**	**4.18**	**4.30**
3	Division Office Staff: Health/Social Sciences	**4.23**	4.07	**4.50**	**4.09**	**4.22**
3	Division Faculty: Science & Technology	**4.23**	4.07	**4.48**	**4.27**	**4.10**
3	Teaching Learning Services Division: Audio-Visual Services	**4.23**	4.07	**4.43**	**4.00**	**4.29**
4	Television Studio & Video Services	**4.21**	3.93	**4.55**	**3.91**	**4.33**
5	Cultural Arts: Art Gallery	**4.18**	3.90	**4.39**	**4.14**	**4.21**
6	Division Faculty: Health Sciences	**4.15**	3.96	**4.48**	**4.12**	**4.00**
7	Division Office Staff: English/Languages/Math	**4.14**	3.83	**4.42**	**4.08**	**4.19**
7	Teaching Learning Services Division: Library	**4.14**	4.07	**4.33**	**4.00**	**4.08**
8	Division Faculty: Mathematics	**4.11**	3.93	**4.40**	**3.96**	**4.05**
9	Division Faculty: Arts & Humanities	**4.04**	3.94	**4.26**	**3.92**	**3.96**
10	Division Faculty: English/Languages	**4.03**	3.86	**4.29**	**3.86**	**4.00**
11	Division Faculty: Social Sciences	**4.01**	4.00	**4.19**	**4.04**	**3.82**
12	Teaching Learning Services Division: Division Office Staff	**4.00**	3.79	**4.23**	**3.63**	**4.14**
13	Division Faculty: Business/Computer	**3.99**	**3.88**	**4.21**	**3.81**	**3.96**
14	Continuing Education/Workforce Development Division	**3.97**	3.60	**4.21**	**4.11**	**3.95**
15	Distance Learning service	**3.72**	3.66	**3.82**	**3.86**	**3.79**
16	Teaching Learning Services Division: Evening Services	**3.69**	3.47	**4.00**	**3.50**	**3.62**
17	Web Page	**3.24**	3.43	**3.96**	**3.13**	**3.03**
	Administration & Finance Units:					
1	Business Office: Payroll	**4.08**	3.92	**4.25**	**4.00**	**4.12**
2	Business Office: Accounts Payable/Purchasing	**3.97**	3.82	**4.15**	**3.97**	**3.95**
3	Human Resources Office (Personnel)	**3.95**	3.76	**4.09**	**4.17**	**3.88**
4	Business Office: Cashiering	**3.92**	3.83	**4.03**	**4.00**	**3.88**
5	Plant Operations: Mail services	**3.81**	**4.00**	**3.81**	**3.73**	**3.71**
6	Plant Operations: Grounds	**3.51**	3.56	**3.79**	**3.36**	**3.36**
7	Plant Operations: Engineering/Maintenance	**3.48**	3.52	**3.63**	**3.50**	**3.35**
8	Plant Operations: Housekeeping	**3.32**	**3.49**	**3.27**	**3.10**	**3.32**
9	Security Service	**3.17**	3.19	**3.46**	**3.19**	**2.97**
	Information Technology Units:					
1	Information Technology: Print Shop	**4.28**	4.13	**4.62**	**4.10**	**4.30**
2	Information Technology: Network/E-mail	**4.03**	3.92	**4.08**	**4.10**	**4.05**
3	Information Technology: Academic Computer Support	**3.95**	3.80	**3.91**	**3.96**	**4.04**
4	Information Technology: Office Computer Support	**3.91**	3.91	**3.91**	**3.97**	**3.89**
5	Information Technology: Colleague support	**3.86**	3.91	**3.77**	**3.86**	**3.88**
6	Information Technology: Telephones	**3.70**	**3.76**	**3.95**	**3.53**	**3.75**
	President's Area:					
1	President's Office Staff	**4.16**	4.11	**4.28**	**4.03**	**4.19**
2	Research, Planning & Organizational Development	**3.95**	3.83	**4.11**	**3.81**	**4.00**
3	Public Relations & Marketing Office	**3.84**	**3.89**	**4.07**	**3.60**	**3.77**
4	Development: Development Office	**3.76**	**3.69**	**3.79**	**3.64**	**3.74**
5	Development: Alumni Relations Office	**3.74**	**3.80**	**3.82**	**3.88**	**3.54**
6	Development: Grants Office	**3.55**	3.50	**3.79**	**3.19**	**3.76**
	Student Services Units:					
1	Test Center	**4.29**	3.97	**4.66**	**4.10**	**4.27**
2	Academic Support: Learning Assistance Center	**4.21**	3.84	**4.17**	**4.32**	**4.40**
3	Admissions services	**4.18**	4.00	**4.23**	**4.26**	**4.20**
4	Children's Learning Center	**4.03**	3.68	**4.11**	**4.29**	**4.19**
4	Welcome Centers	**4.03**	3.72	**4.11**	**4.08**	**4.17**
5	Student Support Services	**4.01**	3.78	**3.91**	**4.22**	**4.17**
6	Advising services	**3.99**	3.94	**3.90**	**3.96**	**4.19**
6	Bookstore	**3.99**	3.80	**4.00**	**4.27**	**3.99**
7	Career Services: Career & Job Counseling	**3.98**	3.93	**3.87**	**3.95**	**4.09**
7	Transfer Services	**3.98**	3.52	**4.00**	**4.00**	**4.24**
8	Financial Aid & Veterans' Aid Office	**3.97**	3.78	**3.87**	**3.86**	**4.16**
9	Records & Registration Office	**3.94**	**3.80**	**4.22**	**3.64**	**3.95**
10	Senior Administrative Office staff	**3.90**	3.73	**4.31**	**3.70**	**3.93**
11	Academic Support: Student Counseling	**3.85**	**3.88**	**3.83**	**3.59**	**4.15**
12	Student Life/Activities Office	**3.69**	3.36	**3.88**	**4.00**	**3.66**
13	Academic Support: Retention Services	**3.32**	**3.73**	**3.33**	**3.20**	**3.07**
14	Athletics & sports programs	**3.26**	3.24	**3.27**	**3.29**	**3.21**
15	Cafeteria	**3.22**	3.17	**3.15**	**3.37**	**3.24**
16	Physical Education Facility (Gym)	**3.07**	**3.29**	**3.04**	**2.86**	**3.04**

*Bold numbers show which employee group gave the highest rating for each item. Lighter numbers are the lowest rating.

Table Five

QUEST 2000: Highest Rated Services by Type of Employment

Support Staff	
1 Information Technology: Print Shop	4.13
2 President's Office Staff	4.11
3 Teaching Learning Services Division: Library	4.07
3 Division Faculty: Science & Technology	4.07
3 Division Office Staff: Health/Social Sciences	4.07
3 Teaching Learning Services Division: AV Services	4.07
4 Division Office Staff: Bus/Sci & Tech/Arts & Humanities	4.03
5 Admissions Services	4.00
5 Division Faculty: Social Sciences	4.00
5 Plant Operations: Mail Services	4.00
6 Test Center	3.97
7 Division Faculty: Health Sciences	3.96
8 Advising Services	3.94
8 Division Faculty: Arts & Humanities	3.94
9 Career Services: Career & Job Counseling	3.93
9 Division Faculty: Mathematics	3.93
9 Television Studio & Video Services	3.93
10 Business Office: Payroll	3.92
10 Information Technology: Network/E-mail	3.92

Faculty	
1 Test Center	4.65
2 Television Studio & Video Services	4.55
3 Information Technology: Print Shop	4.52
4 Cultural Arts: Theatre	4.51
5 Division Office Staff: Health/Social Sciences	4.50
6 Division Faculty: Science & Technology	4.48
7 Division Faculty: Health Sciences	4.46
8 Division Office Staff: Bus/Sci & Tech/Arts & Humanities	4.44
9 Teaching Learning Services Division: AV Services	4.43
10 Division Office Staff: English/Languages/ Math	4.42

Administrators	
1 Cultural Arts: Theatre	4.42
2 Academic Support: Learning Assistance Center	4.32
3 Children's Learning Center	4.29
4 Bookstore	4.27
4 Division Faculty: Science & Technology	4.27
5 Admissions Services	4.26
6 Student Support Services	4.22
7 Division Office Staff: Bus/Sci & Tech/Arts & Humanities	4.18
8 Human Resources Office (Personnel)	4.17
9 Cultural Arts: Art Gallery	4.14
10 Division Faculty: Health Sciences	4.12

Professional/Technical	
1 Academic Support: Learning Assistance Center	4.40
2 Cultural Arts: Theatre	4.38
3 Television Studio & Video Services	4.33
4 Division Office Staff: Bus/Sci & Tech/Arts & Humanities	4.30
4 Information Technology: Print Shop	4.30
5 Teaching Learning Services Division: AV Services	4.29
6 Test Center	4.27
7 Transfer Services	4.24
8 Division Office Staff: Health/Social Sciences	4.22
9 Cultural Arts: Art Gallery	4.21
10 Admissions Services	4.20

Table Six

QUEST RATINGS ON SERVICES OVER TIME

Service Units	1995	1996	(Pace) 1997	1998	1999	2000	Differences 2000-1999
1 Academic Support: Student Counseling	3.92	3.54		3.62	3.96	3.85	-0.11
2 Academic Support: Learning Assistance Center	3.98	4.13		4.06	4.33	4.21	-0.12
3 Academic Support: Retention Services	nos[1]	nos		3.11	3.26	3.32	0.06
4 Admissions services	3.98	3.96		4.03	4.17	4.18	0.01
5 Athletic & sports programs	3.72	3.73		3.21	3.11	3.26	0.15
6 Bookstore	4.51	4.45		4.23	4.03	3.99	-0.04
7 Business Office: Accounts Payable/Purchasing	4.31	4.39	4.20	4.11	4.09	3.97	-0.12
8 Business Office: Cashiering	4.21	4.31	4.20	4.15	4.06	3.92	-0.14
9 Business Office: Payroll	4.43	4.50	4.20	4.18	4.28	4.08	-0.20
10 Cafeteria	3.41	3.50		3.40	3.07	3.22	0.15
11 Career Services: Career & Job Counseling	3.67	4.05		3.79	3.85	3.98	0.13
12 Continuing Education/Workforce Development Division	3.92	3.97	3.91	3.91	4.16	3.97	-0.19
13 Cultural Arts: Art Gallery	4.14	4.35		3.95	4.13	4.18	0.05
14 Cultural Arts: Theatre	4.21	4.35		4.28	4.32	4.30	-0.02
15 Senior Administrative Office staff	4.48	4.42	3.74	4.10	3.97	3.90	-0.07
16 Development & Alumni Relations Office	3.99	3.80	3.76	3.42	3.64	3.68*	0.04
17 Division Faculty: Arts & Humanities	nos	nos		nos	4.19**	4.04	0.04
18 Division Faculty: Business/Computer	4.13	4.13		3.92	4.03	3.99	-0.04
19 Division Faculty: English/ Languages	4.18	4.15		3.83	4.16	4.03	-0.13
20 Division Faculty: Health Sciences	4.26	4.33		4.12	4.3	4.15	-0.15
21 Division Faculty: Humanities	4.36	4.25		4.05	4.17	4.04	-0.13
22 Division Faculty: Mathematics	4.33	4.18		4.09	4.22	4.11	-0.11
23 Division Faculty: Performing Arts	4.33	4.17		4.07	4.21	4.04	-0.17
24 Division Faculty: Science & Technology	4.37	4.42		4.10	4.37	4.23	-0.14
25 Division Faculty: Social Sciences	4.10	4.14		4.14	4.08	4.01	-0.07
26 Division Office Staff: Bus/Sci & Tech/Arts & Humanities	4.33	4.35		4.11	4.39	4.25	-0.14
27 Division Office Staff: Health/Social Sciences	4.34	4.33		4.15	4.32	4.23	-0.09
28 Division Office Staff: English/Languages/Math	4.18	4.30		4.23	4.30	4.14	-0.16
29 Financial Aid & Veterans' Aid Office	3.17	3.33		3.78	3.90	3.97	0.07
30 Human Resources Office (Personnel)	4.04	4.03	3.98	3.75	3.88	3.95	0.07
31 Information Technology: Academic Computer Support	nos	3.61	3.29	3.68	3.95	3.95	0.00
32 Information Technology: Colleague support	3.27	3.75	3.29	3.66	3.83	3.86	0.03
33 Information Technology: Network & E-mail		3.62	3.29	3.65	3.96	4.03	0.07
34 Information Technology: Office Computer Support	3.10	3.63	3.29	3.73	3.86	3.91	0.05
35 Information Technology: Print Shop	4.50	4.40		4.17	4.28	4.28	0.00
36 Information Technology: Telephones	3.21	3.73	3.29	3.63	3.86	3.70	-0.16
37 Physical Education Facility (Gym)	3.72	3.79		3.22	2.51	3.07	0.56
38 Plant Operations	3.39	3.55	3.57	3.54	3.48	3.53***	0.05
39 President's Office Staff	4.49	4.45		4.32	4.11	4.16	0.05
40 Research, Planning & Organizational Development	4.09	3.99	3.88	4.08	4.18	3.95	-0.23
41 Public Relations & Marketing Office	4.08	4.07	3.75	3.92	3.94	3.84	-0.10
42 Records & Registration Office	3.97	4.08		4.07	4.01	3.94	-0.07
43 Security Service	3.31	3.44		3.22	3.15	3.17	0.02
44 Student Life/Activities Office	3.65	3.50		3.63	3.81	3.69	-0.12
45 Student Support Services	4.11	4.07		4.12	4.24	4.01	-0.23
46 Teaching Learning Services Div: Audio Visual Services	4.21	4.42	4.34	4.12	4.21	4.23	0.02
47 Teaching Learning Services Division: Evening Services	3.71	3.69		3.49	3.54	3.69	0.15
48 Teaching Learning Services Division: Library	4.46	4.37		4.34	4.32	4.14	-0.18
49 Teaching Learning Services Division: Division Office Staff	nos	nos		nos	4.14	4.00	-0.14
50 Television Studio & Video Services	4.29	4.23		4.24	4.32	4.21	-0.11
51 Test Center	4.45	4.49		4.37	4.35	4.29	-0.06
52 Web Page	nos	3.73		3.89	3.64	3.24	-0.40

Note: The names for some units may have changed. The latest names are reflected in this table. Units that did not appear on surveys before this year are not shown separately, since there is no comparative data for them.

[1]nos means "not on survey"

*Three ratings on the 2000 survey were averaged to approximate the previous years' ratings.

**The ratings for the Performing Arts and Humanities divisions from 1999 were averaged so the ratings could be compared to the 2000 rating, and the 2000 rating for the Arts & Humanities faculty were compared to the other two divisions' 1999 ratings.

***Four ratings on the 2000 survey were averaged to approximate the previous years' ratings.

Table Seven

QUEST 2000: RATINGS ON CAMPUS CLIMATE ELEMENTS

Elements of Campus Climate	Mean Rating		Correspondence Factor
	Importance	Satisfaction	
Importance Rankings			
1 High priority on student learning	4.85	4.16	0.86
2 Cooperation among co-workers	4.74	3.85	0.81
3 Freedom to openly express viewpoints	4.58	3.37	0.74
4 Effective strategic planning	4.53	3.57	0.79
5 General condition of buildings and grounds	4.46	3.10	0.70
6 Support for health/wellness	4.34	3.71	0.85
7 Recognition for individual or team contributions	4.31	3.01	0.70
8 Overall climate of diversity on campus	4.31	4.03	0.94
9 Rewards for contributing to improved quality	4.29	3.04	0.71
10 Adequacy of parking facilities	4.12	2.82	0.68
Satisfaction Rankings			
1 High priority on student learning	4.85	4.16	0.86
2 Overall climate of diversity on campus	4.31	4.03	0.94
3 Cooperation among coworkers	4.74	3.85	0.81
4 Support for health/wellness	4.34	3.71	0.85
5 Effective strategic planning	4.53	3.57	0.79
6 Freedom to openly express viewpoints	4.58	3.37	0.74
7 General condition of buildings and grounds	4.46	3.10	0.70
8 Rewards for contributing to improved quality	4.29	3.04	0.71
9 Recognition for individual or team contributions	4.31	3.01	0.70
10 Adequacy of parking facilities	4.12	2.82	0.68
Correspondence Rankings			
1 Overall climate of diversity on campus	4.31	4.03	0.94
2 High priority on student learning	4.85	4.16	0.86
3 Support for health/wellness	4.34	3.71	0.85
4 Cooperation among coworkers	4.74	3.85	0.81
5 Effective strategic planning	4.53	3.57	0.79
6 Freedom to openly express viewpoints	4.58	3.37	0.74
7 Rewards for contributing to improved quality	4.29	3.04	0.71
8 Recognition for individual or team contributions	4.31	3.01	0.70
9 General condition of buildings and grounds	4.46	3.10	0.70
10 Adequacy of parking facilities	4.12	2.82	0.68
Overall Rating on Campus Climate		***3.76***	

Chart Two

Campus Climate: Importance/Satisfaction Ratings

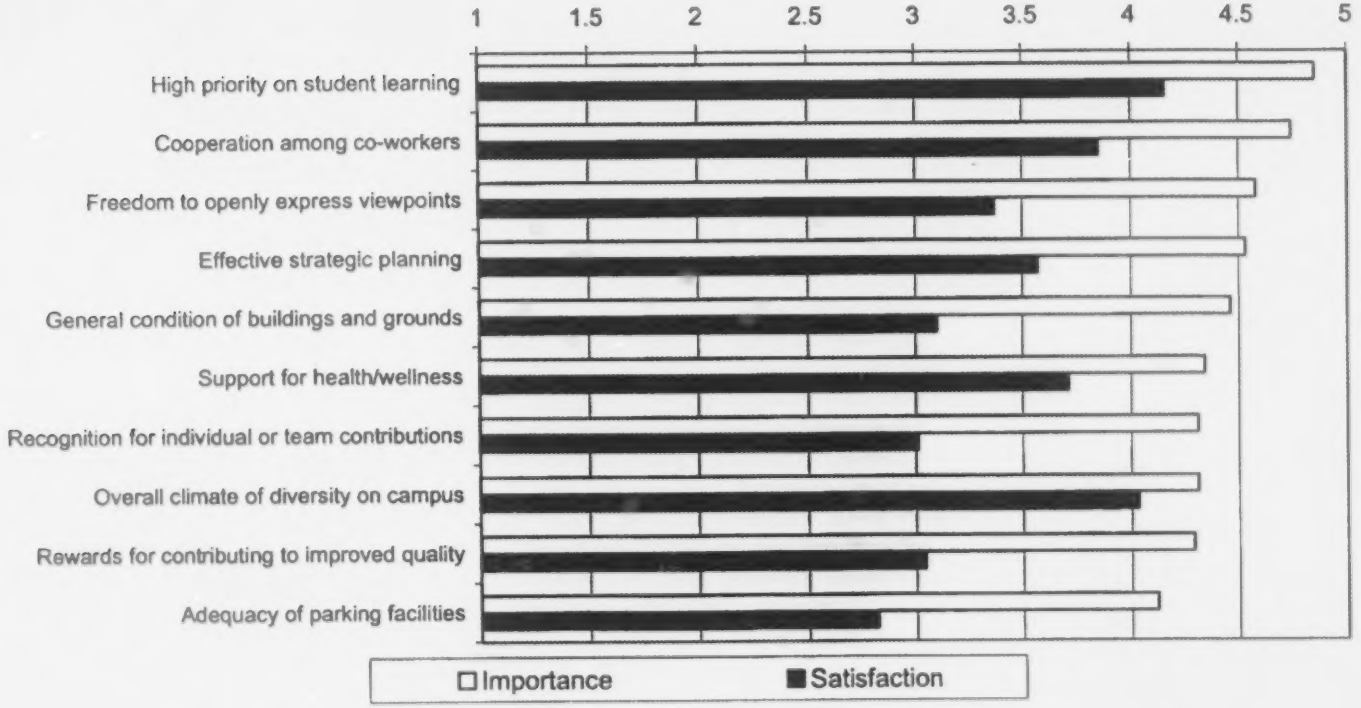


Table Eight

QUEST 2000: CAMPUS CLIMATE RATINGS BY EMPLOYMENT CATEGORY

Elements of Campus Climate	OVERALL	Support Staff	Faculty	Adminis-trators	Professional Technical
1 High priority on student learning	4.16	4.13	**4.29**	4.21	4.08
2 Overall climate of diversity on campus	4.03	3.73	**4.33**	3.97	4.05
3 Cooperation among coworkers	3.84	3.52	**4.08**	3.84	3.90
4 Support for health/wellness	3.71	3.70	3.68	3.68	**3.74**
5 Effective strategic planning	3.57	3.70	**3.74**	3.27	3.49
6 Freedom to openly express viewpoints	3.37	3.22	**3.77**	3.55	3.14
7 General condition of buildings and grounds	3.10	3.06	**3.18**	3.07	3.09
8 Rewards for contributing to improved quality	3.04	3.04	**3.23**	3.11	2.88
9 Recognition for individual or team contributions	3.01	3.15	**3.37**	2.79	2.79
10 Adequacy of parking facilities	2.82	2.57	2.88	**3.45**	2.68
Overall rating on campus climate	3.76	3.67	**3.96**	3.71	3.71

*Bold numbers show which employee group gave the highest rating for each item.

Table Nine

CAMPUS CLIMATE PERFORMANCE RATINGS OVER TIME, WITH 1995 – 2000 CHANGES (Ranked by 2000 ratings)

Elements of campus climate	Performance/Satisfaction Ratings					Difference
	1995	1996*	1998	1999	2000	1995-2000
High priority on student learning	4.19	4.06	4.21	4.13	4.16	-0.03
Support for health/wellness	4.28	4.27	4.39	4.17	3.71	-0.57
Overall climate of diversity on campus	3.79	3.83	3.99	3.91	4.03	0.24
Effective strategic planning	3.37	3.36	3.46	3.70	3.57	0.20
Freedom to openly express viewpoints	3.07	3.22	3.33	3.36	3.37	0.30
General condition of campus buildings/grounds	3.45	3.57	3.48	3.11	3.10	-0.35
Rewards for contributing to improved quality	3.08	3.13	3.13	3.09	3.04	-0.04
Adequacy of parking facilities	2.95	3.17	3.49	2.90	2.82	-0.13

* There was no QUEST Survey at HCC in 1997. Instead, the PACE Survey was used.

Chart Three

QUEST 2000: JOB SATISFACTION BY EMPLOYMENT CATEGORY

1= Low Satisfaction (lightest), 5= High Satisfaction (darkest)

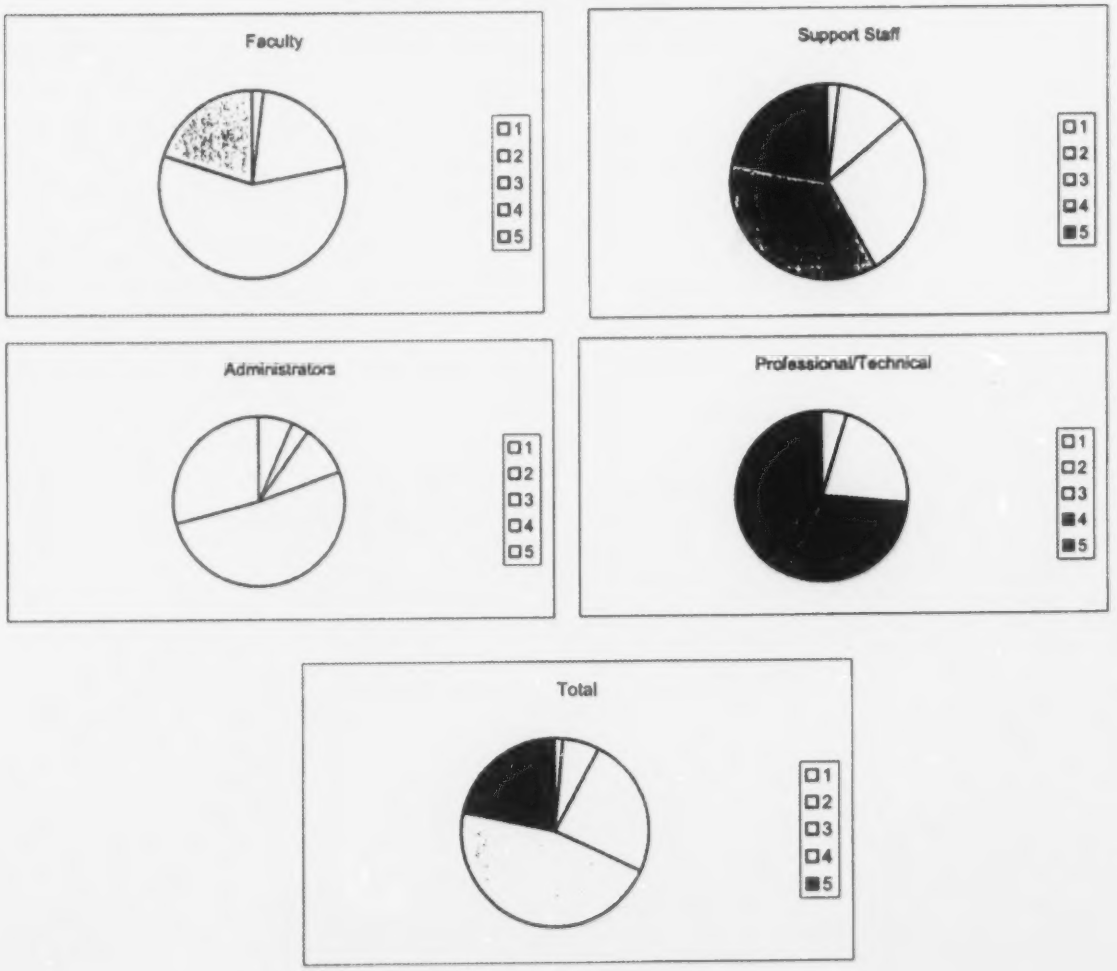


Table Ten

QUEST 2000: RATINGS ON JOB SATISFACTION

Elements of Job Satisfaction:	Mean Rating		Correspondence Factor
	Importance	Satisfaction	
Importance Rankings			
1. Resources available to you to carry out your job	4.80	4.03	0.84
2. Opportunities for job-related training	4.67	3.94	0.84
3. Your personal safety on campus	4.65	4.01	0.86
4. The salary you receive in your present position	4.60	3.37	0.73
5. Job security of your present position	4.60	3.87	0.84
6. The way your job performance is evaluated	4.58	3.21	0.70
7. Your personal work space	4.58	3.63	0.79
8. HCC's merit pay system	4.37	2.95	0.68
Satisfaction Rankings			
1. Resources available to you to carry out your job	4.80	4.03	0.84
2. Your personal safety on campus	4.65	4.01	0.86
3. Opportunities for job-related training	4.67	3.94	0.84
4. Job security of your present position	4.60	3.87	0.84
5. Your personal work space	4.58	3.63	0.79
6. The salary you receive in your present position	4.60	3.37	0.73
7. The way your job performance is evaluated	4.58	3.21	0.70
8. HCC's merit pay system	4.37	2.95	0.68
Correspondence Rankings			
1. Your personal safety on campus	4.65	4.01	0.86
2. Opportunities for job-related training	4.67	3.94	0.84
3. Job security of your present position	4.60	3.87	0.84
3. Resources available to you to carry out your job	4.80	4.03	0.84
4. Your personal work space	4.58	3.63	0.79
5. The salary you receive in your present position	4.60	3.37	0.73
6. The way your job performance is evaluated	4.58	3.21	0.70
7. HCC's merit pay system	4.37	2.95	0.68
Overall Rating on Job Satisfaction		***3.81***	

Chart Four

Job Satisfaction: Importance/Satisfaction Ratings

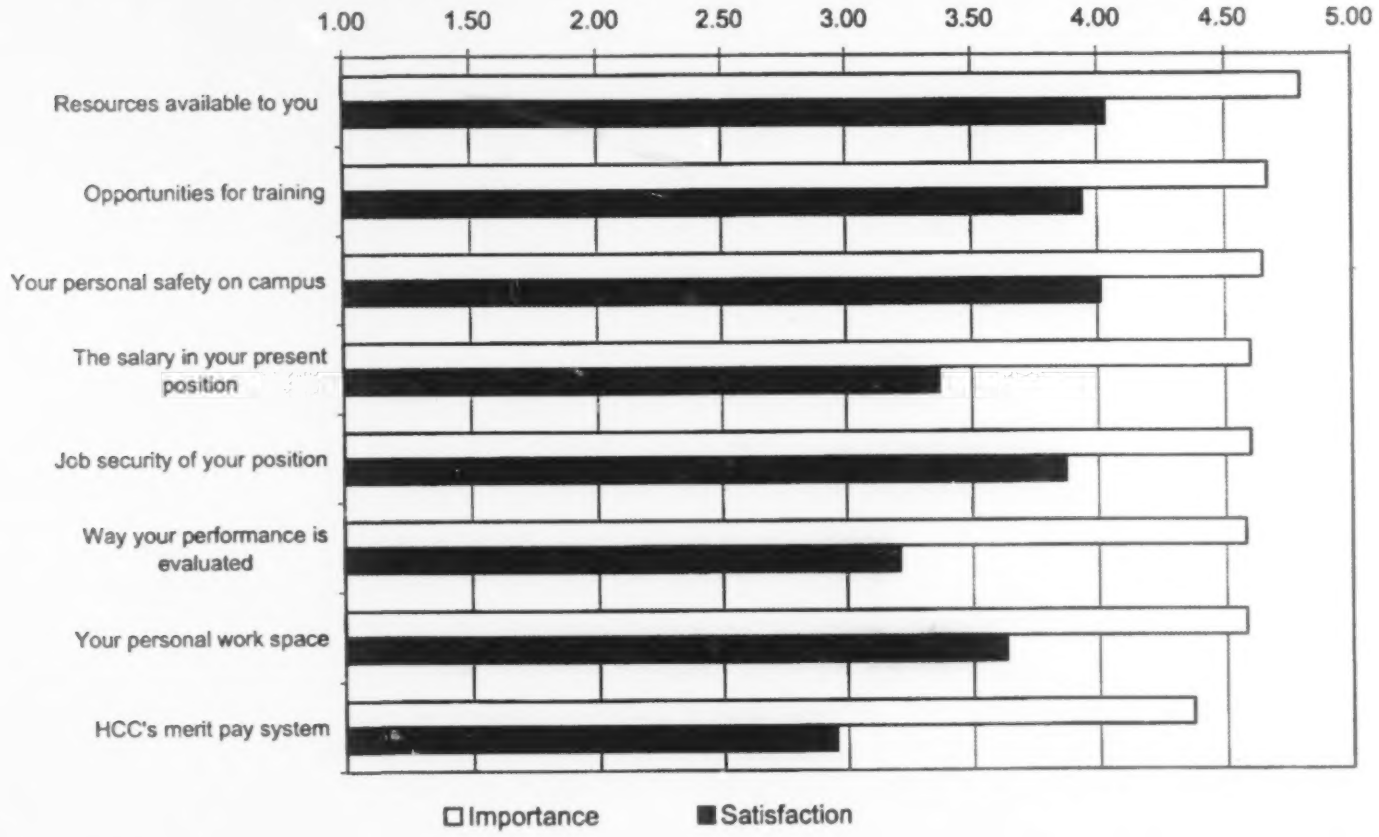


Table Eleven

QUEST 2000: Ratings on Job Satisfaction by Employment Category

Elements of Job Satisfaction	OVERALL	Support Staff	Faculty	Admin-istrators	Professional Technical
1 Resources available to you to carry out your job	4.03	3.81	**4.18**	4.06	4.08
2 Opportunities for job-related training	3.94	3.37	**4.35**	4.06	4.00
3 The salary you receive in your present position	3.38	3.13	3.55	**3.68**	3.30
4 HCC's merit pay system	2.95	**3.17**	2.96	2.86	2.83
5 The way your job performance is evaluated	3.21	3.00	**3.74**	3.07	3.08
6 Job security of your present position	3.87	3.54	**4.24**	3.83	3.88
7 Your personal safety on campus	4.01	3.79	**4.20**	3.86	4.09
8 Your personal work space	3.63	3.35	3.92	**3.93**	3.52
Overall Job Satisfaction	3.81	3.64	**3.96**	3.94	3.76

*Bold numbers show which employee group gave the highest rating for each item.

Table Twelve

QUEST 2000: JOB SATISFACTION RATINGS BY LENGTH OF EMPLOYMENT AT HCC

1 to 5 Years	
1. Resources available to do job	4.09
1. Job security in present position	4.09
2. Personal safety on campus	4.04
3. Opportunities for job-related training	4.01
4. Personal work space	3.45
5. Salary in present position	3.44
6. Way job performance is evaluated	3.29
7. Merit pay system	2.99
OVERALL JOB SATISFACTION RATING	*3.85*

6 to 10 Years	
1. Personal safety on campus	4.25
2. Job security in present position	4.11
3. Resources available to do job	4.02
4. Opportunities for job-related training	3.91
5. Personal work space	3.66
6. Salary in present position	3.26
7. Way job performance is evaluated	3.19
8. Merit pay system	3.07
SATISFACTION RATING	*3.71*

11 to15 Years	
1. Resources available to do job	3.91
2. Personal safety on campus	3.87
3. Personal work space	3.84
4. Opportunities for job-related training	3.63
5. Job security in present position	3.56
6. Salary in present position	3.31
7. Way job performance is evaluated	3.16
8. Merit pay system	2.71
OVERALL JOB SATISFACTION RATING	*3.68*

16 to 20 Years	
1. Opportunities for job-related training	4.06
2. Personal work space	4.00
3. Job security in present position	3.94
4. Resources available to do job	3.89
5. Personal safety on campus	3.76
6. Salary in present position	3.72
7. Merit pay system	3.17
8. Way job performance is evaluated	2.82
OVERALL JOB SATISFACTION RATING	*3.94*

Over 20 Years	
1. Resources available to do job	4.13
2. Job security in present position	4.12
3. Opportunities for job-related training	4.07
4. Personal work space	3.88
5. Personal safety on campus	3.69
6. Way job performance is evaluated	3.37
7. Salary in present position	3.00
8. Merit pay system	2.59
OVERALL JOB SATISFACTION RATING	*3.88*

Table Thirteen

QUEST 2000: RATINGS ON JOB SATISFACTION OVER TIME

	MEAN RATINGS							
Elements of Job Satisfaction	1995	1996	1997*	1998	1999	2000	95-00 Diff.	99-00 Diff.
1. Personal safety on campus	3.82	3.92		4.03	3.92	4.01	0.19	0.09
2. Resources available to carry out your job	3.81	3.77		3.95	3.89	4.03	0.22	0.14
3. Opportunities for job-related training				3.94	3.93	3.94	3.94	0.01
4. Job security of present position	3.68	3.79		3.81	3.75	3.87	0.19	0.12
5. Personal work space	3.83	3.81		3.77	3.64	3.63	-0.2	-0.01
6. Salary received in present position	3.27	3.26		3.04	3.31	3.37	0.1	0.06
7. Way job performance is evaluated	3.39	3.45		3.33	3.26	3.21	-0.18	-0.05
8. Merit pay system	3.16	2.83		2.73	2.87	2.95	-0.21	0.08
OVERALL JOB SATISFACTION RATING	3.70	3.80	3.55	3.70	3.78	3.81	0.11	0.03

*The 1997 PACE Survey contained only an overall measure of employee satisfaction.

Chart Five
OVERALL JOB SATISFACTION RATING
4.5
3.5
2.5
1994
1995
1996
1997
1998
1999
2000

Table Fourteen

QUEST 2000: Ratings on Leadership/Governance

HCC'S VICE PRESIDENTS	Mean Rating		Correspondence
	Importance	Performance	Factor
Importance Rankings			
1 Share information you need to do your job	4.71	3.52	0.75
2 Encourage creative and innovative ideas	4.66	3.79	0.81
3 Exhibit leadership that enhances unit climate	4.65	3.65	0.78
4 Involve you in decisions that affect you	4.65	3.27	0.70
Performance/Correspondence Rankings			
1 Encourage creative and innovative ideas	4.66	3.79	0.81
2 Exhibit leadership that enhances unit climate	4.65	3.65	0.78
3 Share information you need to do your job	4.71	3.52	0.75
4 Involve you in decisions that affect you	4.65	3.27	0.70
Overall Rating on Vice Presidents		***3.77***	
HCC'S PRESIDENT			
Importance Rankings			
1 Builds a climate of trust and openness	4.76	3.69	0.78
2 Exhibits leadership that enhances campus climate	4.75	3.95	0.83
3 Fosters a student-oriented approach in programs/services	4.68	4.16	0.89
4 Encourages creative and innovative ideas	4.66	3.97	0.85
Performance/Correspondence Rankings			
1 Fosters a student-oriented approach in programs/services	4.68	4.16	0.89
2 Encourages creative and innovative ideas	4.66	3.97	0.85
3 Exhibits leadership that enhances campus climate	4.75	3.95	0.83
4 Builds a climate of trust and openness	4.76	3.69	0.78
Overall Rating on the President		***4.04***	
HCC'S BOARD OF TRUSTEES			
Importance Rankings			
1 Makes appropriate decisions affecting college resources	4.60	3.53	0.77
2 Builds a climate of trust and openness	4.54	3.30	0.73
3 Exhibits leadership that enhances campus climate	4.51	3.40	0.75
4 Provides effective guidance to the institution	4.47	3.44	0.77
Performance/Correspondence Rankings			
1 Exhibits leadership that enhances campus climate	4.51	3.40	0.75
2 Provides effective guidance to the institution	4.47	3.44	0.77
3 Builds a climate of trust and openness	4.54	3.30	0.73
4 Makes appropriate decisions affecting college resources	4.60	3.53	0.77
Overall Rating on Board of Trustees		***3.50***	

Chart Six

Vice Presidents: Importance/Performance Ratings

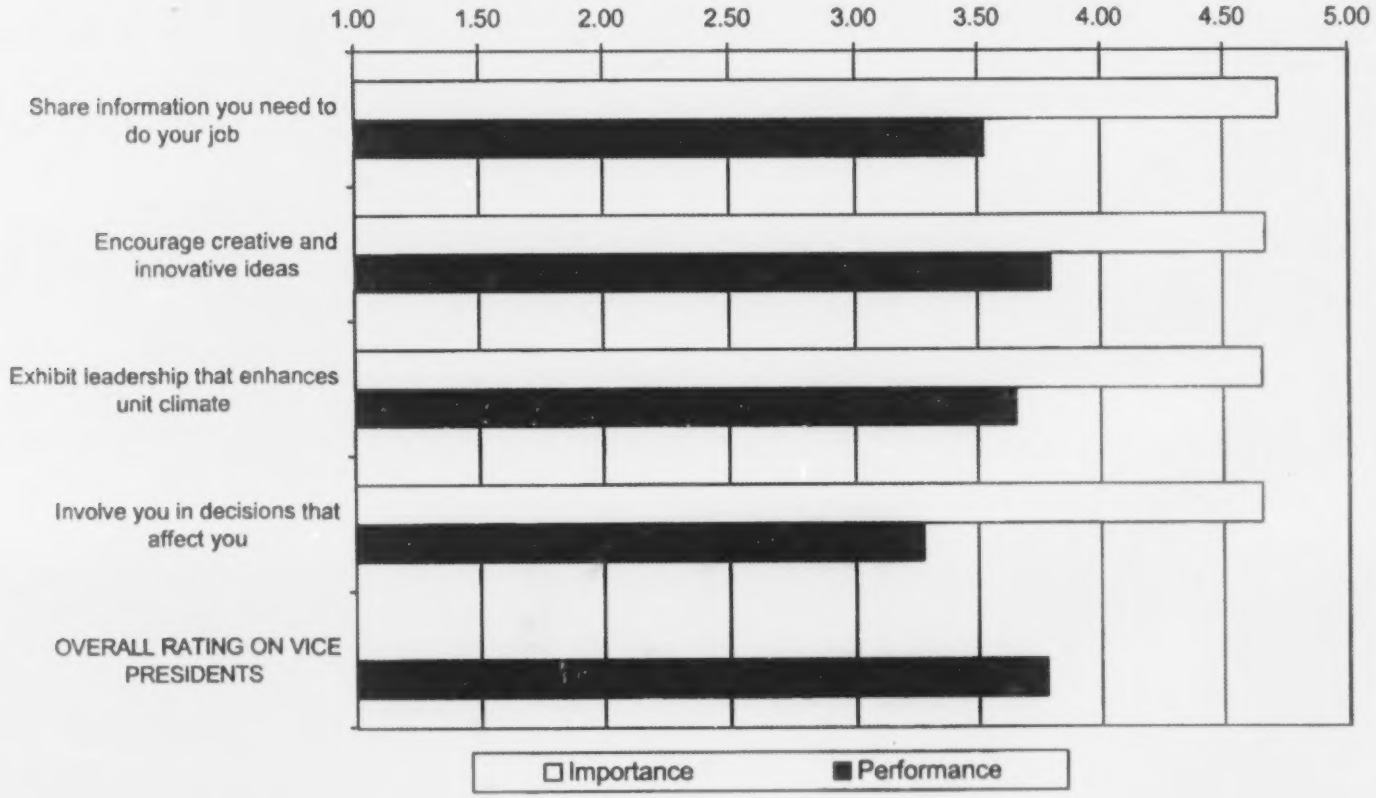


Chart Seven

HCC's President: Importance/Performance Ratings

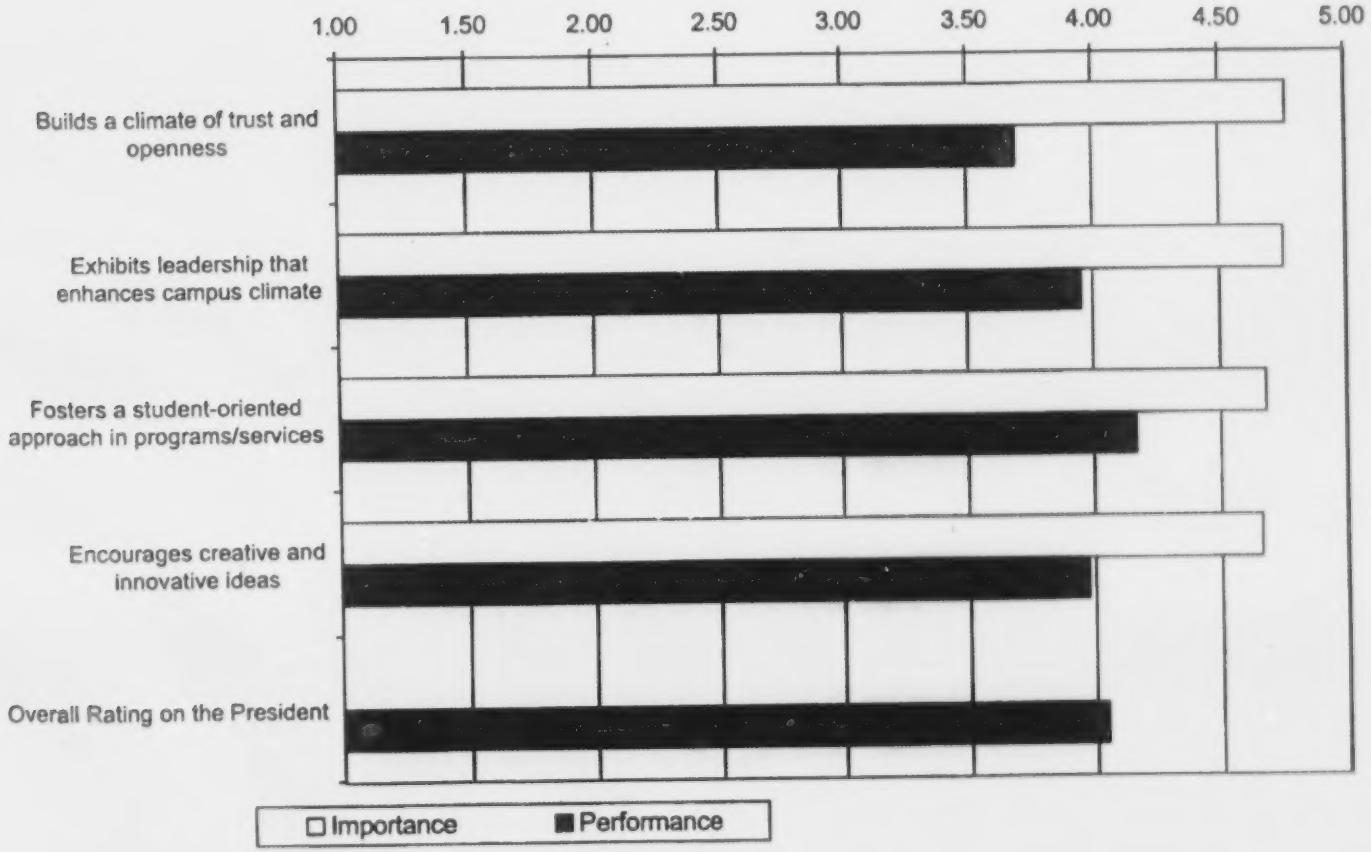


Chart Eight

Board of Trustees: Importance/Performance Ratings

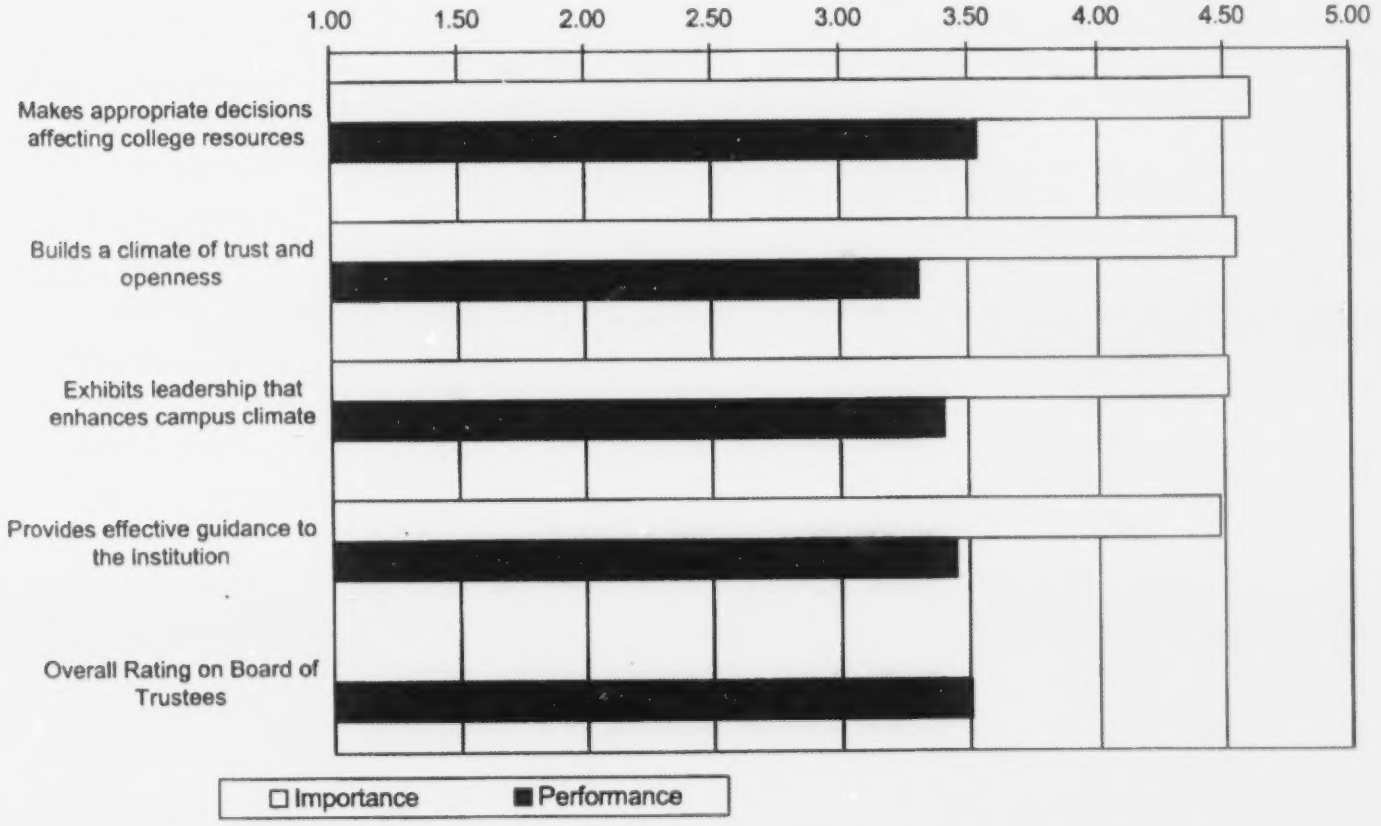


Table Fifteen

QUEST 2000: Ratings on Leadership/Governance by Employment Category

	OVERALL	Support Staff	Faculty	Adminis-trators	Professional Technical
HCC'S VICE PRESIDENTS					
Encourage creative and innovative ideas	3.79	3.52	**4.22**	3.90	3.62
Exhibit leadership that enhances unit climate	3.65	3.36	**4.13**	3.77	3.46
Share information you need to do your job	3.52	3.34	**4.04**	3.65	3.23
Involve you in decisions that affect you	3.27	3.12	**3.56**	3.42	3.11
Overall Rating on Vice Presidents	*3.77*	*3.59*	***4.17***	*3.81*	*3.61*
HCC'S PRESIDENT					
Encourages creative and innovative ideas	3.97	3.70	**4.40**	4.30	3.70
Exhibits leadership that enhances campus climate	3.95	3.55	**4.51**	4.00	3.82
Builds a climate of trust and openness	3.69	3.48	**4.20**	3.80	3.46
Fosters a student-oriented approach in programs/services	4.16	3.84	**4.42**	4.37	4.11
Overall Rating on the President	*4.04*	*3.76*	***4.49***	*4.17*	*3.86*
HCC'S BOARD OF TRUSTEES					
Builds a climate of trust and openness	3.30	**3.53**	3.26	3.21	3.24
Exhibits leadership that enhances campus climate	3.40	**3.47**	3.38	3.39	3.36
Makes appropriate decisions affecting college resources	3.53	**3.68**	3.57	3.62	3.36
Provides effective guidance to the institution	3.44	**3.67**	3.45	3.50	3.24
Overall Rating on Board of Trustees	*3.50*	*3.60*	*3.47*	***3.62***	*3.38*

*Bold font indicates the highest rating on that item among the employee groups, light font is the lowest rating.

Table Sixteen

QUEST 2000: Ratings on Leadership/Governance Over Time

	1998* Pres. Team	1999	2000	Difference 1999-2000
HCC'S VICE PRESIDENTS				
Encourage creative and innovative ideas	3.77	3.80	3.79	-0.01
Exhibit leadership that enhances unit climate	3.71	3.58	3.65	0.07
Share information you need to do your job	3.46	3.45	3.52	0.07
Involve you in decisions that affect you	3.10	3.16	3.27	0.11
Overall Rating on Vice Presidents	*3.59*	*3.67*	*3.77*	0.10
HCC'S PRESIDENT				
Encourages creative and innovative ideas	3.77	3.97	3.97	0.00
Exhibits leadership that enhances campus climate	3.71	3.87	3.95	0.08
Builds a climate of trust and openness	3.44	3.61	3.69	0.08
Fosters a student-oriented approach in programs/services		4.09	4.16	0.07
Overall Rating on the President	*3.59*	*3.93*	*4.04*	0.11
HCC'S BOARD OF TRUSTEES				
Builds a climate of trust and openness	2.19	2.84	3.30	0.46
Exhibits leadership that enhances campus climate	2.46	3.00	3.40	0.40
Makes appropriate decisions affecting college resources	2.59	3.30	3.53	0.23
Provides effective guidance to the institution	2.60	3.08	3.44	0.36
Overall Rating on Board of Trustees	*2.59*	*3.16*	*3.50*	0.34

*Prior to 1998 the ratings were for "Executive Management" and in 1998 it was for the "President's Team." On this table the 1998 rating is used for both the Vice Presidents and President so a comparison can be made. Prior to 1998 there was no rating on the Board of Trustees.

Chart Nine

QUEST 2000: Comparison of Overall Means of Major QUEST Survey Components

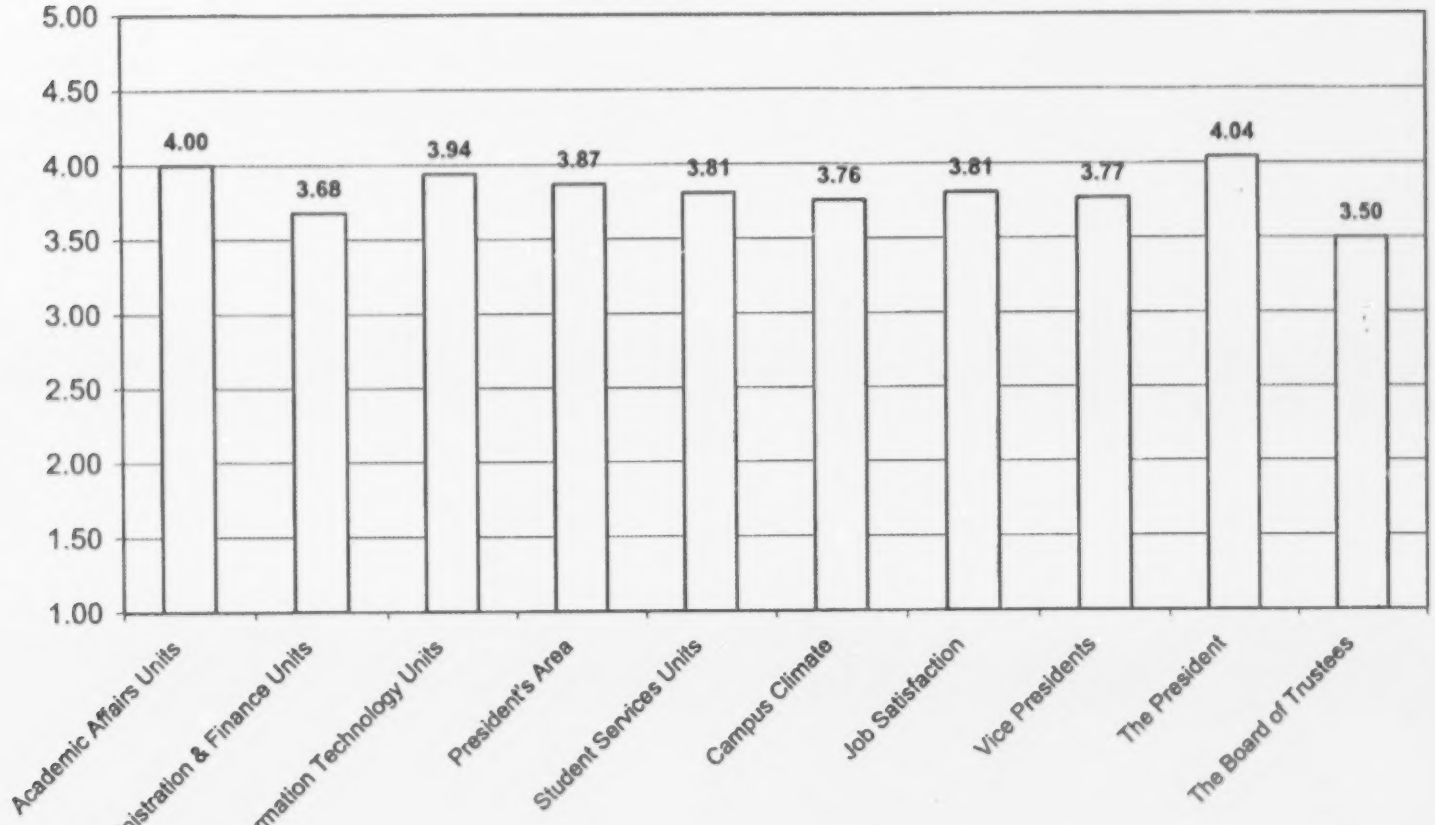


Table Seventeen

Ranking of All 95 Items on the 2000 QUEST Survey

Rank	Sector	Survey Item	MEAN
1	Service	Cultural Arts: Theatre	4.30
2	Service	Test Center	4.29
3	Service	Information Technology: Print Shop	4.28
4	Service	Division Office Staff: Business Science & Technology/Arts & Humanities	4.25
5	Service	Division Faculty: Science & Technology	4.23
5	Service	Division Office Staff: Health/Social Sciences	4.23
5	Service	Teaching Learning Services Division: Audio-Visual Services	4.23
6	Service	Television Studio & Video Services	4.21
6	Service	Academic Support: Learning Assistance Center	4.21
7	Service	Cultural Arts: Art Gallery	4.18
7	Service	Admissions services	4.18
8	Service	President's Office Staff	4.16
8	Climate	High priority on student learning	4.16
8	Leadership	PRESIDENT-Fosters a student-oriented approach in programs/services	4.16
9	Service	Division Faculty: Health Sciences	4.15
10	Service	Teaching Learning Services Division: Library	4.14
10	Service	Division Office Staff: English/Languages/ Math	4.14
11	Service	Division Faculty: Mathematics	4.11
12	Service	Business Office: Payroll	4.08
13	Service	Division Faculty: Arts & Humanities	4.04
14	Leadership	Overall Rating on the President	4.04
15	Service	Division Faculty: English/Languages	4.03
15	Service	Information Technology: Network/E-mail	4.03
15	Service	Children's Learning Center	4.03
15	Service	Welcome Centers	4.03
15	Climate	Overall climate of diversity on campus	4.03
15	Job Satisfaction	Resources available to you to carry out your job	4.03
16	Service	Division Faculty: Social Sciences	4.01
16	Service	Student Support Services	4.01
16	Job Satisfaction	Your personal safety on campus	4.01
17	Service	Teaching Learning Services Division: Division Office Staff	4.00
18	Service	Division Faculty: Business/Computer	3.99
18	Service	Advising services	3.99
18	Service	Bookstore	3.99
19	Service	Career Services: Career & Job Counseling	3.98
19	Service	Transfer Services	3.98
20	Service	Continuing Education/Workforce Development Division	3.97
20	Service	Business Office: Accounts Payable/Purchasing	3.97
20	Service	Financial Aid & Veterans' Aid Office	3.97
20	Leadership	PRESIDENT-Encourages creative and innovative ideas	3.97
21	Service	Human Resources Office (Personnel)	3.95
21	Service	Information Technology: Academic Computer Support	3.95
21	Service	Research, Planning & Organizational Development	3.95
21	Leadership	PRESIDENT-Exhibits leadership that enhances campus climate	3.95
22	Service	Records & Registration Office	3.94
22	Job Satisfaction	Opportunities for job-related training	3.94

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Table Seventeen (Continued)

Ranking of All 95 Items on the 2000 QUEST Survey

Rank	Sector	Survey Item	MEAN
23	Service	Business Office: Cashiering	3.92
24	Service	Information Technology: Office Computer Support	3.91
25	Service	Senior Administrative Office staff	3.90
26	Job Satisfaction	Job security of your present position	3.87
27	Service	Information Technology: Colleague support	3.86
28	Service	Academic Support: Student Counseling	3.85
29	Service	Public Relations & Marketing	3.84
29	Climate	Cooperation among co-workers	3.84
30	Service	Plant Operations: Mail Services	3.81
30	Job Satisfaction	Overall Job Satisfaction	3.81
31	Leadership	VICE PRESIDENTS-Encourage creative and innovative ideas	3.79
32	Leadership	Overall Rating on Vice Presidents	3.77
33	Service	Development: Development Office	3.76
33	Climate	Overall rating on campus climate	3.76
34	Service	Development: Alumni Relations Office	3.74
35	Service	Distance Learning Service	3.72
36	Climate	Support for health/wellness	3.71
37	Service	Information Technology: Telephones	3.70
38	Service	Teaching Learning Services Division: Evening Services	3.69
38	Service	Student Life	3.69
38	Leadership	PRESIDENT-Builds a climate of trust and openness	3.69
39	Leadership	VICE PRESIDENTS-Exhibit leadership that enhances unit climate	3.65
40	Job Satisfaction	Your personal work space	3.63
41	Climate	Effective strategic planning	3.57
42	Service	Development: Grants Office	3.55
43	Leadership	BOARD OF TRUSTEES-Makes appropriate decisions affecting college resources	3.53
44	Leadership	VICE PRESIDENTS-Share information you need to do your job	3.52
45	Service	Plant Operations: Grounds	3.51
46	Leadership	Overall Rating on Board of Trustees	3.50
47	Service	Plant Operations: Engineering/Maintenance	3.48
48	Leadership	BOARD OF TRUSTEES- Provides effective guidance to the institution	3.44
49	Leadership	BOARD OF TRUSTEES-Exhibits leadership that enhances campus climate	3.40
50	Job Satisfaction	The salary you receive in your present position	3.38
51	Climate	Freedom to openly express viewpoints	3.37
52	Service	Plant Operations: Housekeeping	3.32
52	Service	Academic Support: Retention Services	3.32
53	Leadership	BOARD OF TRUSTEES-Builds a climate of trust and openness	3.30
54	Leadership	VICE PRESIDENTS-Involve you in decisions that affect you	3.27
55	Service	Athletics & Sports Programs	3.26
56	Service	Web Page	3.24
57	Service	Cafeteria	3.22
58	Job Satisfaction	The way your job performance is evaluated	3.21
59	Service	Security Service	3.17
60	Climate	General condition of buildings and grounds	3.10
61	Service	Physical Education Facility (Gym)	3.07
62	Climate	Rewards for contributing to improved quality	3.04
63	Climate	Recognition for individual or team contributions	3.01
64	Job Satisfaction	HCC's merit pay system	2.95
65	Climate	Adequacy of parking facilities	2.82

Table Eighteen

QUEST 2000: A COMPARISON OF RATINGS ON SERVICES BY FULL-TIME AND ADJUNCT FACULTY*

	Service Unit	Full-time Faculty(51)	Adjunct Faculty(46)	*Difference*
1	Academic Support:Student Counseling	3.63	3.64	-0.01
2	Acad.Support: Learning Assistance Center	4.17	3.94	0.23
3	Academic Support: Retention services	3.33	2.94	0.39
4	Admissions services	4.23	3.84	0.39
5	Advising services	3.80	3.61	0.19
6	Athletics & sports programs	3.27	3.10	0.17
7	Bookstore	4.00	3.54	0.46
8	Business Office: Accts Payable/Purchasing	4.13	3.71	0.44
9	Business Office: Cashiering	4.03	3.53	0.50
10	Business Office: Payroll	4.25	3.95	0.30
11	Cafeteria	3.15	3.47	-0.32
12	Career Services: Career & Job Counseling	3.87	3.56	0.31
13	Children's Learning Center	4.11	3.80	0.31
14	Continuing Ed/Workforce Dev. Division	4.21	3.95	0.26
15	Cultural Arts: Art Gallery	4.39	4.10	0.29
16	Cultural Arts: Theatre	4.51	4.33	0.18
17	Development: Development Office	3.79	3.67	0.12
18	Development: Alumni Relations Office	3.82	3.50	0.32
19	Development: Grants Office	3.79	3.82	-0.03
20	Distance Learning service	3.62	3.38	0.24
21	Division Faculty: Arts & Humanities	4.26	4.16	0.10
22	Division Faculty: Business/Computer	4.21	4.05	0.16
23	Division Faculty: English/Languages	4.29	3.70	0.59
24	Division Faculty: Health Sciences	4.46	4.07	0.39
25	Division Faculty: Mathematics	4.40	3.81	0.59
26	Division Faculty: Science & Technology	4.48	4.00	0.48
27	Division Faculty: Social Sciences	4.19	4.16	0.03
28	Div.Off.Staff: English/Languages/ Math	4.42	4.18	0.24
29	Div.Off.Staff: Health/Social Sciences	4.50	4.47	0.03
30	Div.Office Staff: Bus/Sci & Tech/Arts & Hum.	4.44	4.19	0.25
31	Financial Aid & Veterans' Aid Office	3.87	4.00	-0.13
32	Human Resources Office (Personnel)	4.09	3.90	0.19
33	IT: Academic Computer Suppor	3.91	4.06	-0.15
34	IT: Colleague support	3.77	4.14	-0.37
35	IT: Network/E-mail	4.08	3.83	0.25
36	IT: Office Computer Support	3.91	3.92	-0.01
37	IT: Print Shop	4.52	3.95	0.57
38	IT: Telephones	3.65	3.61	0.04
39	Physical Education Facility (Gym)	3.04	3.13	-0.09
40	Plant Operations: Mail services	3.81	3.73	0.08
41	Plant Operations: Grounds	3.79	3.83	-0.04
42	Plant Operations: Housekeeping	3.27	3.55	-0.28
43	Plant Ops: Engineering/Maintenance	3.63	3.45	0.18
44	President's Office Staff	4.28	4.07	0.21
45	Public Relations & Marketing Office	4.07	3.47	0.60
46	Records & Registration Office	4.22	3.78	0.44
47	Research,Planning & Org.Development	4.11	3.70	0.41
48	Security Service	3.45	3.69	-0.24
49	Senior Administrative Office staff	4.31	3.88	0.43
50	Student Life/Activities Office	3.88	3.79	0.09
51	Student Support Services	3.91	3.96	-0.05
52	Television Studio & Video Services	4.55	3.96	0.59
53	Test Center	4.65	4.38	0.27
54	TLSD: Audio-Visual Services	4.43	3.86	0.57
55	TLSD: Division Office Staff	4.23	3.75	0.48
56	TLSD: Evening Services	4.00	3.38	0.62
57	TLSD: Library	4.33	4.19	0.14
58	Transfer services	4.00	3.67	0.33
59	Web Page	3.50	3.68	-0.18
60	Welcome Centers	4.11	3.83	0.28

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Table Nineteen

QUEST 2000: A COMPARISON OF RATINGS ON CAMPUS CLIMATE BY FULL-TIME AND ADJUNCT FACULTY*

	Climate Element	Full-time Faculty(51)	Adjunct Faculty(46)	*Difference*
1.	Rewards for contributing to improved quality	**3.23**	2.94	0.29
2.	Overall climate of diversity on campus	**4.33**	4.05	0.28
3.	High priority on student learning	**4.29**	4.18	0.11
4.	Cooperation among co-workers	4.08	**4.24**	-0.16
5.	General condition of buildings and grounds	3.18	**3.63**	-0.45
6.	Adequacy of parking facilities	2.88	**3.37**	-0.49
7.	Freedom to openly express viewpoints	3.77	**4.29**	-0.52
	OVERALL RATING ON CAMPUS CLIMATE	**3.96**	*3.85*	0.11

Table Twenty

QUEST 2000: A COMPARISON OF RATINGS ON JOB SATISFACTION BY FULL-TIME AND ADJUNCT FACULTY*

	Satisfaction Element	Full-time Faculty(51)	Adjunct Faculty(46)	*Difference*
1.	The salary you receive in your present position	**3.55**	2.48	1.07
2.	Opportunities for job-related training	**4.35**	3.84	0.51
3.	HCC's Adjunct Faculty Compensation Program/M	**2.96**	2.63	0.33
4.	Resources available to you to carry out your job	**4.18**	4.14	0.04
5.	Your personal safety on campus	4.20	**4.30**	-0.10
6.	The way your job performance is evaluated	3.74	**3.88**	-0.14
	OVERALL RATING ON JOB SATISFACTION	**3.96**	*3.68*	0.28

*For the first time since 1990, adjunct faculty participated in the year 2000 QUEST Survey. The services section of the sruvey was the same, while the campus climate and job satisfaction sections differed. Adjunct faculty did not have access to the electronic version of the survey. A paper version was distributed to them. The response rate for adjunct faculty was 15%, compared to 54% for full-time faculty. A report on the findings of the QUEST Survey for adjunct faculty is available. Contact Barbara Livieratos in the Office of Planning, Research, & Organizational Development, Howard Community College. Phone: 410-772-4707, E-mail BLivieratos@howardcc.edu.